



DEPARTMENT OF THE ARMY
UNITED STATES ARMY GARRISON - STUTTGART
UNIT 30401
APO AE 09107-0401

IMEU-STU-H

AUG 14 2006

MEMORANDUM FOR ALL GARRISON US CIVILIAN EMPLOYEES

SUBJECT: USAG Stuttgart Command Policy Letter 8 - US Civilian Performance Management

1. References:

- a. AR 690-400, Total Army Performance Evaluation System (TAPES), 16 August 1998.
- b. AR 215-3, Nonappropriated Funds (NAF) Personnel Policy, 29 August 2003.
- c. IMA PAM 600-1, Workforce Development Program, 5 November 2004.
- d. US Army Garrison Stuttgart and US Army Garrison Garmisch Fiscal Year 2006 Strategic Human Resources Plan, November 2005.

2. Effective management of employee performance includes: planning and setting work expectations, continually monitoring performance, developing the employee's capacity to perform optimally, rating performance annually, rewarding exceptional performance, and counseling/correcting poor performance.

3. The Department of Army has mandated that supervisors will be held accountable for employee performance management. For a supervisor to receive a satisfactory performance rating, this standard must be met. In TAPES, this requirement is spelled out in the "Organizational Management and Leadership" section in the senior system and in the "Supervision/Leadership" section of the BASE system. NAF managers are also required to meet this requirement though wording of the standard is not specified.

4. All supervisors will ensure that they are in compliance with this requirement. Specifically, they will establish written performance standards in accordance with AR 690-400 and AR 215-3 and work with every subordinate employee to develop an Individual Development Plan (IDP). Additionally, supervisors will meet regularly with employees to discuss progress on outlined expectations and engage in career planning. Annually, supervisors will complete a timely performance evaluation for every US civilian subordinate employee.

5. The IDP is a written document that outlines an employee's career goals, the competencies they wish to develop (determined in conjunction with the supervisor), and an agreement to pursue training and development to achieve the stated career goals. Supervisors are responsible for coaching and counseling their civilian employees and ensuring training and development activities are aligned with the employee's developmental needs and the mission of

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the organization. Complete instructions on IDP development can be found in Appendix C of the Garrison Strategic Human Resources Plan.

6. Directors/Chiefs will ensure compliance with these supervisory duties by maintaining written documentation on each directorate employees' performance standards and annual evaluations. Compliance with the IDP requirement will be monitored through the Directorate of Human Resources (DHR). Beginning 30 September 2006, all supervisors must submit copies of completed IDPs for all their subordinates to DHR.

7. Performance management and career planning provide a means to develop employee competencies at all levels and results in a highly trained workforce prepared for current and future challenges. Making this a regular business practice will enable us to be proactive in accomplishing our mission while creating motivated, committed employees.

8. The point of contact for this policy is the Directorate of Human Resources (DHR), DSN: 421-2535.



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